

DHHS COMPETENCY SUMMARY

Public Safety Supervisor

Role Summary: This is first-line supervisory or managerial law enforcement work at a University campus or other State facility. With full powers of arrest, employees enforce the laws of the State and the United States Government. Employees have law enforcement authority ranging from traffic control to criminal investigations within a limited geographic jurisdiction. Work involves supervision and/or management of a unit of officers or other departmental personnel in their responses to routine calls, emergencies, and other law enforcement services provided. Employees evaluate appropriateness of officer responses; designate assignments; direct needed resources, and interpret laws, ordinances, and department policies and procedures. Duties may include orientation and training of officers, inspections of officers and/or other departmental personnel on a shift, conducting pre-shift briefings, review of all reports and investigations accomplished during a shift, activity coordination, discipline, conducting performance reviews, and providing input concerning operational planning.

<u>Competency</u>	<u>Definition</u>
<i>HR Management</i>	Hires, develops and retains a high-performing workforce.
<i>Leadership and Influence</i>	Using appropriate interaction skills and methods to guide individuals or groups to accomplish work.
<i>Communication</i>	Clearly conveying verbal, nonverbal (sign language, body language, gestures), or written information and ideas to individuals or groups to ensure that they understand the message. Listens and responds appropriately to messages from others.
<i>Decision Making)</i>	Taking action consistent with available facts, constraints, and probable consequences; using effective approaches for choosing a course of action or developing appropriate solutions and/or reaching conclusions.
<i>Problem Solving</i>	Identifying problems, determining possible solutions, and taking action to resolve the issues.
<i>Technical Knowledge</i>	Having achieved a satisfactory level of technical and professional skill or knowledge in position related areas and keeping up with current developments and trends in areas of expertise.

COMPETENCY	CONTRIBUTING	JOURNEY	ADVANCED
		Functional Competencies	
<i>HR Management</i>	<p>Manages and directs employees in general patrol and traffic enforcement and investigative work. Applies knowledge of staff availability, skills and resources to make assignments. Establishes employee work expectations and review and assess squad performance based on standards. Effectively manages scheduling and considers staff availability, skills, and resources.</p> <ul style="list-style-type: none"> ○ <i>Schedules staff to comply with standards to respond to day-to-day activities.</i> <p>Reviews and assess squad performance based on legal standards and law enforcement protocol. Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions.</p> <ul style="list-style-type: none"> ○ <i>Brings others together to try to reconcile differences and reach consensus</i> <p>Develops and reviews job</p>	<p>Obtains resources to assist with investigations as needed. Applies understanding of standards to schedule staff to respond to crime trends. Identifies educational needs of staff. Teaches or instructs others. Reviews staff allocation to determine appropriate staffing levels of staff.</p> <ul style="list-style-type: none"> ○ <i>Schedules staff to comply with standards and respond to crime trends.</i> <p>Adheres to state and departmental recruitment and selection policies and procedures. Demonstrates understanding of the Career Development Program to discuss career interests and career path selection. Follows salary administration policies and procedures when determining employee pay. Ensures adherence to performance management policies and procedures. Ensures adherence to appropriate state and departmental disciplinary and grievance procedures.</p>	<p>Establishes performance standards. Develops inspection/monitoring system to check compliance for applicable laws and standards. Identifies operational errors and recommends actions to correct. Adheres to salary administration policies and procedures for making equitable pay decisions unit-wide. Identifies long-term goals of organization and promotes development of staff that meets current and future competency needs to meet goals.</p> <ul style="list-style-type: none"> ○ <i>As department head, understands long-term goals of institution and incorporates those goals in public safety employee development plans.</i> ○ <i>Identifies measures and indicators of performance and identifies actions needed to improve or correct performance relative to goals</i> <p>Makes sound resource decisions addressing staffing and training needs.</p> <ul style="list-style-type: none"> ○ <i>Identifies & implements public safety staffing & training needs.</i>

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HR Management (con't)	<p>descriptions to ensure that they are current and accurate.</p> <p>Contributes to the interview process.</p> <ul style="list-style-type: none">○ <i>Conducts interview and provides hiring recommendations (selection, salary) for vacant positions in general patrol and traffic management.</i> <p>Orients new or recently promoted staff to work of unit, related policies and procedures, including safety and health.</p> <p>Follows performance management processes according to state and departmental policies.</p> <ul style="list-style-type: none">○ <i>Throughout year, reviews and seeks input from employees, administrative staff, and visitors regarding performance of officers.</i>○ <i>Conducts periodic and annual review of performance and competency levels and expectations for subordinate employees to assess training needs and competency</i>		

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	<p><i>development, and/or for recommendation of band/level progression and salary adjustment in general patrol and traffic management.</i></p> <ul style="list-style-type: none"><i>o Coaches subordinate employees through a formal developmental plan as needed to assist in maintaining and/or improving job performance in general patrol and traffic management.</i><i>o Discusses and facilitates opportunity to have new experiences and skill building for officers in general patrol and traffic management. Offer training as available and appropriate based upon fiscal and unit needs.</i> <p>Understands and appropriately applies HR procedures, regulations and policies.</p> <ul style="list-style-type: none"><i>o Establishes work expectations with subordinate employees in general patrol</i>		

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	<p><i>and traffic management and reviews and assesses squad performance based on standards.</i></p> <ul style="list-style-type: none">○ <i>Evaluates and documents job performance on subordinate employees through formal review process in general patrol and traffic management.</i>○ <i>Conducts initial counseling and corrective action with subordinate employees for violations of rules, policies and procedures.</i>○ <i>Investigates and resolves personnel problems within the organization, and involves supervisor when appropriate.</i>		
Communication	<p>Effectively communicates with staff daily through interpersonal interactions and written documentation.</p> <p>Writes internal and external correspondence, including letters and memos, with basic</p>	<p>Researches and prepares written analysis of comprehensive issues and prepare and conduct presentations.</p> <p>Disseminates, interprets and explains policies and procedures.</p> <p>Clarifies the purpose and importance of the communications, presenting in a clear and concise manner.</p> <ul style="list-style-type: none">○ <i>Explains proper procedures and processes in a way that is easily understand by recipient</i>	<p>Interprets new laws, ordinances, rules, and policies for staff and confirms understanding of same.</p> <p>Responds in a timely and appropriate manner to internal and external communications.</p> <p>Utilizes an effective and approachable style that engages others and builds credibility</p> <ul style="list-style-type: none">○ Assesses the individual or group and adjust presentation style accordingly <p>Structures communications in keeping with listener's experience, background and expectations. Uses terms and examples that are meaningful to the listener.</p> <p>Adjusts communications style for different audiences</p> <ul style="list-style-type: none">○ Assesses individual and/or group and implement appropriate style. <p>Assesses and weighs the impact of the message on the organization or customer, including legal/regulatory implications</p> <p>Advises and consults with others to ensure accuracy and appropriateness of communications.</p>

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	<p>business writing techniques. Employs formal conflict resolution and mediation skills. Conducts effective presentations; understands audience, develops appropriate visual aids (PowerPoint), uses basic presentation techniques.</p> <p><i>Shares thoughts and rationale to clarify position while considering the audience (SBI, ATF, employees, management).</i></p> <p>Effectively communicates with visitors, witnesses, victims, and the accused. Uses appropriate investigative techniques and methodologies.</p> <p><i>Documents details when interviewing and investigating.</i></p> <p><i>Accurately prepares and reports depositions.</i></p> <p><i>Seeks input of others; encourages two-way communication</i></p>	<ul style="list-style-type: none"> ○ <i>Clearly states purpose of action taken.</i> <p>Explains policies and procedures in language understood by the customer.</p> <ul style="list-style-type: none"> ○ <i>Uses basic terminology easily understood by the recipient</i> ○ <i>Provides explanation of legal terminology used in conversation.</i> <p>Uses a style that is appropriate for the situation</p> <ul style="list-style-type: none"> ○ <i>Assesses the situation and adjusts presentation or communication accordingly</i> ○ <i>Develops, adapts & implements various interactive techniques in carrying out duties.</i> <p>Seeks input, listens and checks for mutual understanding; requests clarification as needed.</p> <ul style="list-style-type: none"> ○ <i>Ensures all communications are understood</i> ○ <i>Seeks input and guidance from supervisor as needed.</i> <p>Considers impact of communications on organization and/or customer</p> <ul style="list-style-type: none"> ○ <i>Analyze situation at hand to ensure the initial response doesn't elevate the issue.</i> <p>Maintains a state of awareness concerning verbal communications with public to ensure professionalism.</p>	
Problem Solving	<p>Identifies and acknowledges basic component, or operational issues/errors. Seeks resolution of problems that have limited impact on small groups, work unit, or single program.</p>	<p>Improves operations and streamline work processes. Identifies problems that require in-depth analysis of symptoms. Gathers and analyzes/interprets information to better resolve problems. Creates relevant options for solving problems. Chooses appropriate action by considering implications and consequences.</p>	<p>Analyzes unit operations through sampling, on-scene observation, and surveys and recommends changes. Anticipates and proactively pursues issues or problems.</p> <ul style="list-style-type: none"> ○ <i>Identifies operational errors and recommends actions to correct, including individual or group training, development/ revision of policy</i> <p>Recognizes inherent problems and issues caused by ineffective and/or overlooked policies, procedures, rules, regulations, and laws. Detects trends, associations, and cause-effect relationships. Includes key policy makers, the community, and other stakeholders in the decision-making process to ensure buy-in and understanding of issues, problems, and resolutions.</p>

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	<p>Analyzes and resolves problems through informal discussions and formal procedures. Assists officers with difficult or unusual situations. Implements standard course(s) of action to resolve a problem within established timeframes and administrative and technical requirements.</p> <ul style="list-style-type: none"> <i>Makes timely contacts to appropriate sources as required, including SBI, RPD, Secret Service, District Attorney during investigations.</i> <i>Informs chain of command of emerging issues</i> 	<p>Seeks input from stakeholders (e.g., subordinates, peers, management, customers). Checks outcome of problem resolution. Identify and obtain resources to assist with incidents and investigations.</p> <ul style="list-style-type: none"> <i>Request assistance from appropriate law enforcement agencies (eg. SBI, local law enforcement)</i> <p>When prioritizing budgetary expenditures, takes into consideration existing budget constraints, identify potential grants, trading off with area police agencies for use of equipment, facilities, services, contracts, etc.)</p>	<ul style="list-style-type: none"> <i>Develops and presents case to management for implementing new public safety practices.</i> <p>Measures outcome of problem resolution and takes further action as needed.</p>
Technical Knowledge	<p>Demonstrates an advanced knowledge of criminal and traffic laws to ensure consistent enforcement of criminal and traffic laws by staff. Demonstrate knowledge of investigative techniques and case preparation requirements for complex and sensitive traffic and criminal cases. Demonstrates knowledge of the standard law enforcement equipment, its care, and safe use</p>	<p>Demonstrates knowledge of steps in process to follow up case assignments. Determines case priority level. Develops and maintains a plan to confirm accountability, condition and officer proficiency with squad and individual equipment. Identify, investigate, and recommend corrective action for internal affair investigation. Instructs officers on relationship of law and DHHS/institution policy; state Judicial system. Researches and writes operational policy and procedures within the institution. Utilizes best practices and experience when managing major incidents, difficult or unusual situations.</p>	<p>Monitors preliminary and follow-up investigations for compliance with legal procedures and departmental policy. Assesses training needs for effective operation of equipment. Applies knowledge and management of community policing efforts.</p>

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	<p>according to Department General Orders in order to conduct inspections. Actively manages emergencies as required (Ensures adequate resources on-scene; makes notifications as required; monitors activity for compliance to safety and procedural protocols.).</p>		
		Behavioral Competencies	
Leadership and Influence	<p>Understands the department vision, mission and core values.</p> <ul style="list-style-type: none"> o <i>Able to oversee department program with minimal supervision; understands goals established by senior management, researches and develops procedures, measures adherence, makes reports</i> <p>Builds trust and teamwork.</p> <ul style="list-style-type: none"> o <i>Facilitates team work and provides opportunities for team building in general patrol and traffic management.</i> o <i>Involves the team in consensus building and</i> 	<p>Communicates the organization's mission and goals. Honors commitments. Maintains group cohesiveness and cooperation. Leads group process and gaining agreement/commitment to ideas, plans or course of action. Sets good example by modeling enthusiasm, solid work ethics, competence and quality that they expect from others. Demonstrates commitment to growth and development of staff. Accurately assesses the skills, concerns, and the needs of others.</p> <ul style="list-style-type: none"> o <i>Reviews officers' action and documentation for demonstrated skill and accuracy in investigations.</i> <p>Rewards and recognizes employees' contributions. Maintains and enhances others' self-esteem. Communicates openly and honestly to develop trust.</p> <ul style="list-style-type: none"> o <i>Fosters an environment where people are treated with dignity, respect and fairness.</i> o <i>Acknowledges the work of others, i.e., gives credit to employees for their individual work efforts.</i> o <i>Stands up for others and their ideals even in the face of resistance or challenge.</i> 	<p>Gains others' understanding and commitment to courses of action. Acknowledges concerns of others and responds with empathy. Develops and communicates the vision of challenging goals, growth and progress.</p> <ul style="list-style-type: none"> o <i>Communicates both positive outcomes and challenging issues with staff.</i> o <i>Requires direct reports to operate with integrity.</i> o <i>Builds an organizational environment that supports integrity within the work unit.</i> o <i>Serves on task forces that have state-wide impact.</i> o <i>Conducts ongoing policy review and development to ensure adherence to state laws and general statutes.</i> o <i>Serves as a technical resource to other institution or division of DHHS.</i> <p>Understands and uses appropriate techniques to motivate others.</p> <ul style="list-style-type: none"> o <i>Serves as a role model to officers demonstrating a high level of integrity and initiative.</i>

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	<p><i>decision making.</i></p> <p>Models commitment, energy and interaction.</p> <ul style="list-style-type: none">○ <i>Encourages and models value-focused behavior.</i> <p>Provides direction and checks for understanding.</p> <ul style="list-style-type: none">○ <i>Guides work operations through established objectives, policies, and rules in general patrol and traffic management.</i>○ <i>Reviews and modifies daily work schedule of subordinate employees to ensure adequate staffing and to ensure appropriate use of manpower and resources in general patrol and traffic mgmt.</i>○ <i>Conducts effective daily and special briefings (provides recent incident information; informs officers of department, institution issues; reviews squad performance)</i>○ <i>Reviews officers' paperwork and forms for</i>	<ul style="list-style-type: none">○ <i>Holds staff accountable to perform duties in an ethical manner.</i>	

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	<p><i>accuracy and timeliness and provide appropriate feedback.</i></p> <ul style="list-style-type: none"> ○ <i>Provides consultation to officers conducting investigations as needed.</i> ○ <i>Oversees preliminary and follow-up investigations by officers to ensure proper investigative techniques and conformity to legal and departmental policy</i> ○ <i>Monitors officer's community policing activities for consistency with squad plan</i> 		
Decision Making	<p>Makes determinations by following specific guidelines, standard operating procedures, laws, rules, and/or regulations in day-to-day operations.</p> <ul style="list-style-type: none"> ○ <i>Identifies equipment and supply needs</i> ○ <i>Defends requests for projected expenditures to supervisor.</i> ○ <i>Allocates equipment and supplies.</i> 	<p>Recognizes issues, problems or opportunities and determines what action is needed. Gathers available information and selects option best suited to situation</p> <ul style="list-style-type: none"> ○ <i>Determines case priority level by applying case screening techniques in accordance with standard operating procedures (DFS/administrative/advocacy issues, etc.)</i> ○ <i>Analyzes cases to identify trends; assign similar cases to same officer or squad; develop prevention programs</i> ○ <i>Monitors and reviews operations to ensure appropriate arrest and detentions</i> <p>Makes determinations by interpreting and/or incorporating laws, rules, and/or regulations that</p>	<p>Makes independent decisions without supervisory input, by interpreting and/or incorporating laws, rules, and/or regulations that impact statewide programs/activities, and/or local government, or the public, as a whole.</p> <ul style="list-style-type: none"> ○ <i>Works with administration to ensure institution's policies and procedures are in accordance with current law enforcement laws and regulations.</i> <p>Authorizes changes, add, and/or delete internal rules, regulations, and/or standard operating procedures. Evaluates past decisions to prevent reoccurrence of problems.</p> <ul style="list-style-type: none"> ○ <i>Debriefs management on issues and recommends procedural changes</i>

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	Makes decisions that affect an individual or limited group of people, a work unit, or a single program. Commits to action and implements decisions within agreed/reasonable time.	effect several specific groups of people, a large segment of the public, multiple work units, and/or programs. Consults with management if decisions have organizational and/or public impact. Analyze short and long term impact of decisions. <ul style="list-style-type: none">○ <i>Considers impact on officer assignments & how they impact on ability to deliver public safety services.</i>○ <i>Monitors and approved budgetary expenditures.</i>	

MINIMUM TRAINING AND EXPERIENCE:

Graduation from high school or possession of a high school equivalency certificate and three years of law enforcement experience.

NECESSARY SPECIAL QUALIFICATIONS:

Certification as a Law Enforcement Officer in accordance with the provisions of the North Carolina Criminal Justice Training and Standards Commission.